

## 12

Enterprise and Global  
Management of  
e-Business Technology

## Chapter Objectives

- Identify several ways that information technologies have affected the job of managers in e-business companies.
- Explain how problems of information system performance can be reduced by the involvement of business managers in IS planning and management.
- Identify the seven major dimensions of the e-business organization and explain how they affect the success of e-business companies.

## Chapter Objectives

- Identify each of the three components of e-business technology management and use examples to illustrate how they might be implemented in e-business enterprise.
- Identify several cultural, political, and geoeconomic challenges that confront managers in the management of global e-business technologies.

## Chapter Objectives

- Explain the effect on global e-business strategy of the trend toward a transnational business strategy by international business organizations.
- Identify several considerations that affect the choice of IT applications, IT platforms, data access policies, and systems development methods by a global e-business enterprise.

# Managing e-Business Technologies

Information Technology Developments

## E-Business

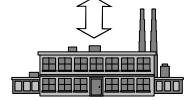
- Agility, Flexibility
- Business Strategies
- Supply Chain
- Total Quality



•Global and enterprise computing; intranets  
•IT infrastructure

## Customer Value

- Responsiveness
- Accountability
- Lower costs



Suppliers

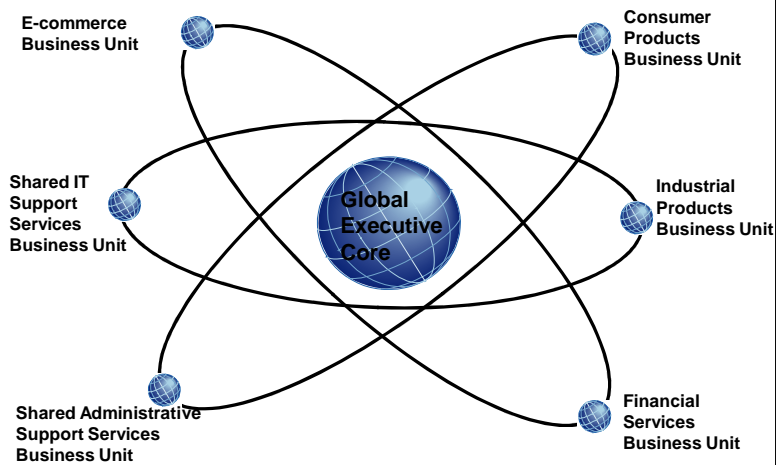


Business Partners

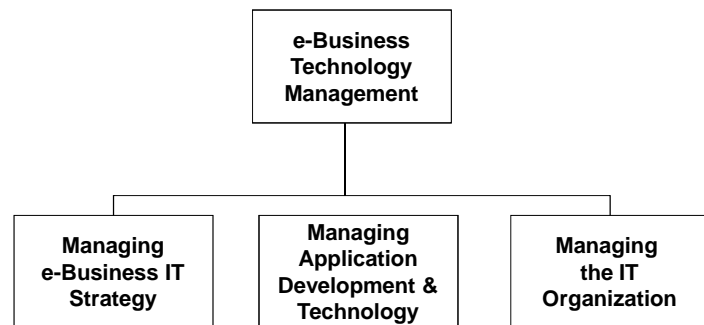
# The e-Business Organization

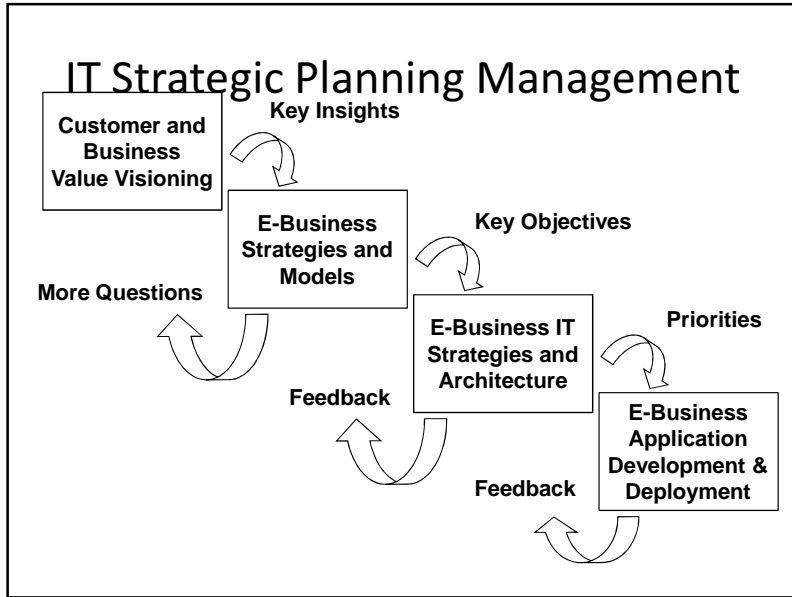
	Traditional Organization	E-Organization
Organization Structure	Hierarchical	Horizontal, networked
Leadership	Centralized focus	Everyone is a leader
People and Culture	Vertical decision making Individuals rewarded	Delegated authority Collaboration rewarded
Coherence	Internal relevance	Customer relevance
Knowledge	Individualistic	Institutional
Alliances	Ally with distant partners Complement current gaps	Ally with competitors, customers and-suppliers Create new value
Governance	Top-down	Distributed

Example of organizational structure of an e-business enterprise



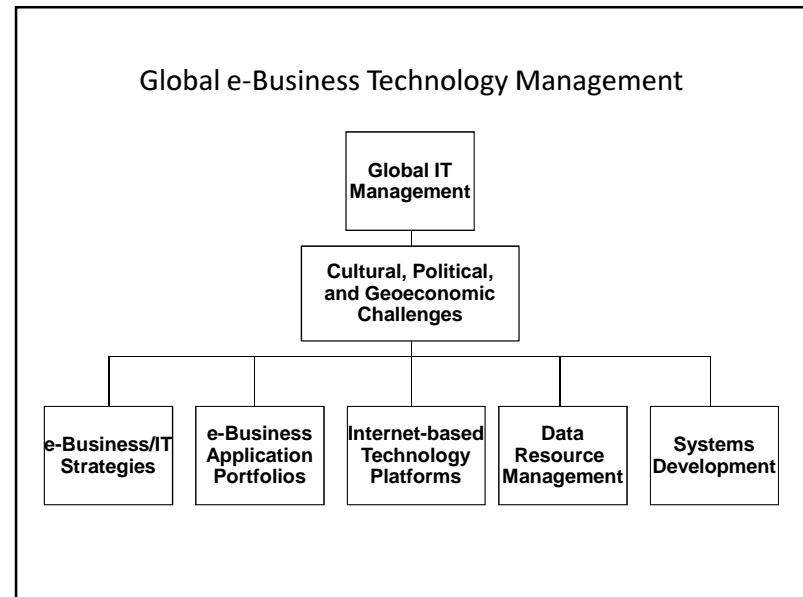
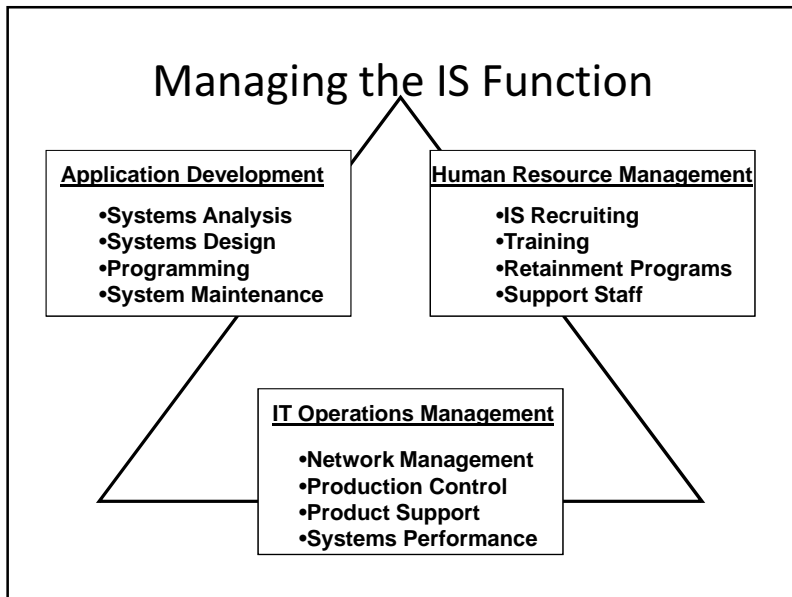
# e-Business Technology Management

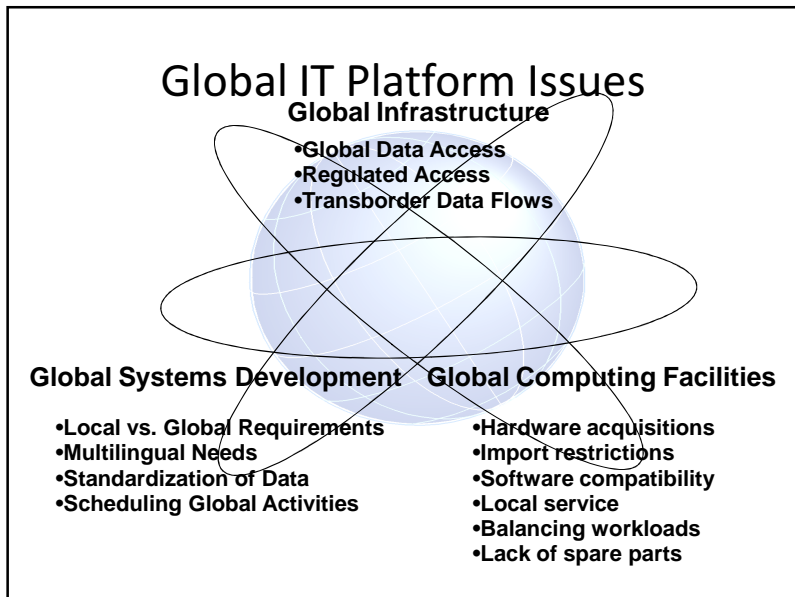
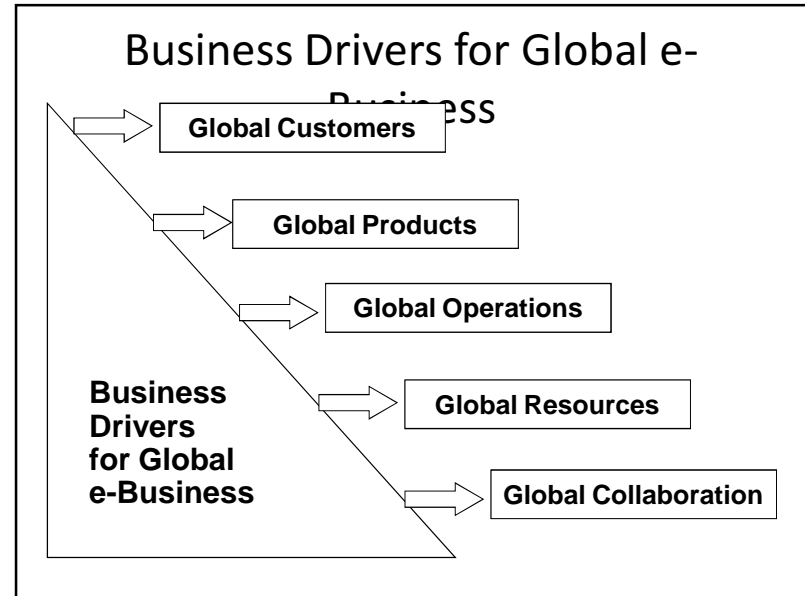




### Benefits Derived from Company IT Planning

- Reduced support costs
- Reduced complexity
- Expertise portability
- Interoperability
- Volume discounts
- Reduced training costs
- Information sharing





- ### Chapter Summary
- e-Business technologies are changing the distribution, relationships, resources, and responsibilities of managers.
  - High-quality information system performance is dependent on extensive and meaningful management and user involvement in the governance and development of IT applications.
  - The organizational structure and roles of e-business companies are undergoing major change as they strive to become customer-focused.

### Chapter Summary (cont)



- **Managing IT in an e-business has three major objectives:**
  - Managing the joint development and implementation of e-business IT strategies.
  - Managing the development of e-business applications and the research and implementation of new technologies.
  - Managing IT processes, professionals, and subunits within the company.

### Chapter Summary (cont)



- **Managing global e-business technologies includes:**
  - Dealing with cultural, political, and geoeconomic challenges posed by various countries.
  - Developing appropriate business and IT strategies.
  - Developing a portfolio of global e-business and e-commerce applications and an Internet-based technology platform to support them.

### Chapter Summary (cont)



- **Many businesses are becoming global companies and moving towards transnational e-business strategies in which they integrate the global business activities of their subsidiaries and headquarters.**